

DDI.100/3:
47/2

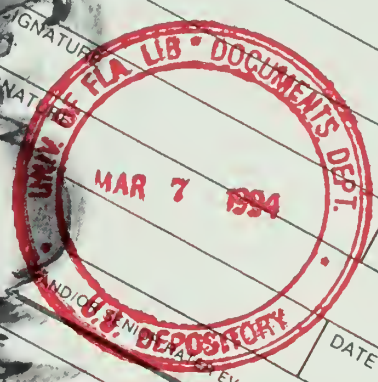
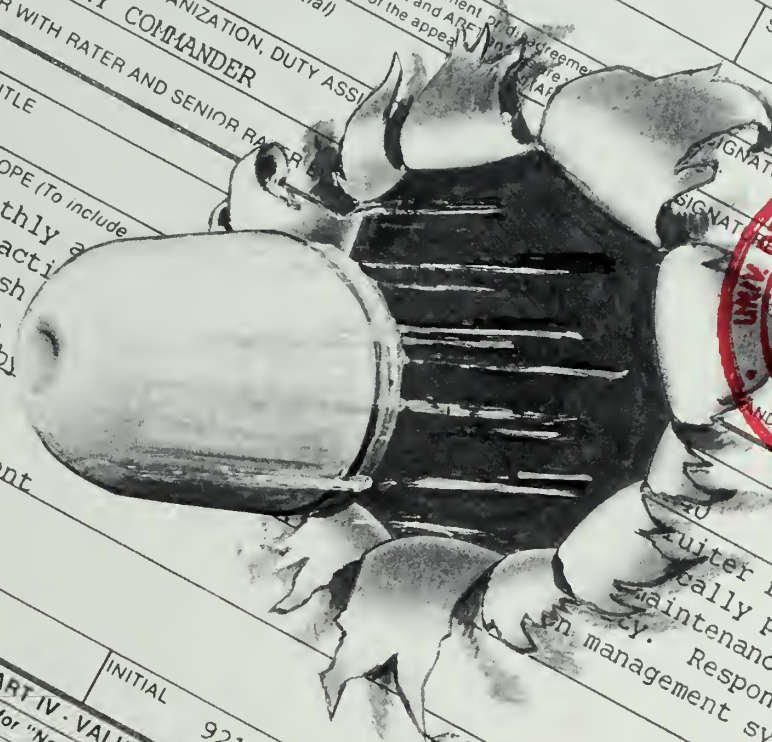
RECRUITER



The United States Army Recruiting Command

JOURNAL - FEB 94

Bullets can kill



AN NCO-ER

Form with various sections including: NAME OF RATER, ORGANIZATION, DUTY ASSIGNMENT, RANK, PMOSC/BRANCH, COMPANY FIRST, COMPANY COMMANDER, NAME OF REVIEWER, CONCURRENCE, DAILY DUTIES AND SCOPE, PRINCIPAL DUTY TITLE, and PART IV - VALUES/NCO RESPONSIBILITY.

PERSONAL
Commitment
Competence
Candor
Courage

VALUES/NCO RESPONSIBILITY	INITIAL	LATER
1. Places dedication and commitment to the goals and missions of the Army and nation above personal welfare	921202	930602
2. Is committed to and shows a sense of pride in the unit - works as a member of the team		930902
3. Is disciplined and obedient to the spirit and letter of a lawful order.		
4. Is honest and truthful in word and deed		
5. Maintains high standards of personal conduct on and off duty		
6. Has the courage of convictions and the ability to overcome fear - stands up for and does what's right.		
7. Supports EO/EEO		

REPLACES DA FORM 2166-6, OCT 81, WHICH IS OBSOLETE

America's black patriots — the women who served

by Wilma L. Vaught



Editor's note: This following was adapted from an Army News Service article.

Throughout American history, women's contributions to the U.S. military have largely been overlooked. And the roles of minority women especially have been sparsely recognized and remain undocumented.

During the American Revolution, the most famous black woman was Phyllis Wheatley, who was born in Africa and brought to America as a slave in 1761. Taught to read and write, she became a well-known poet and served as an important propagandist for the Revolutionaries.

During the Civil War, more than 180,000 black men served in the armed forces of the Union Army and another 200,000 black men worked in the service units. Women often volunteered to travel with the militia, assisting in tasks such as cooking and nursing.

One famous woman who volunteered to help them is Susi King Taylor. Born a slave in 1848 in Georgia, she married Edward King at the age of 14 and taught the soldiers in the First South Carolina Volunteers, her husband's troop, to read and write.

Later, she moved to Boston and helped organize the Boston branch of the Women's Relief Corps, an auxiliary of the Grand Army of the Republic, in 1886. In 1902, she wrote her memoirs — the only written record of black nurses in the Civil War.

Harriet Tubman, born a slave in 1823, served as a spy and scout for the Union Army. At the request of Federal

officers, she organized freed slaves into an intelligence service that provided tactical information on Confederate forces. After the war, she received a small pension, not based on *her* service but on her husband's.

In 1909, the National Association of Colored Graduate Nurses was founded to work for professional recognition of black nurses. When World War I started, Ada Thoms, an NACGN co-founder, began urging black nurses to enroll in the American Red Cross. The Red Cross, however, rejected their applications.

Finally, in 1919, a flu epidemic struck an estimated 22 million people worldwide. With a crucial shortage of medical personnel, the Army decided to "experiment" with black nurses.

The Army accepted 18 black women in December 1918, at Camp Sherman, Ohio, and Camp Grant, Illinois. The women were housed in segregated quarters, but worked in an integrated environment during the day. Their performance was praised by the Army and by the hospital administrators.

Just before the Japanese attack on Pearl Harbor heralded America's entry into World War II, Eleanor Roosevelt urged the Army surgeon general to recruit black nurses for the Army Nurse Corps. Prudence Burns Burrell led the recruitment effort.

In 1942, when the Women's Army Auxiliary Corps was formed, the Army allowed up to 10 percent of this corps to be black. The Navy did not accept black women into its auxiliary corps until 1945, and then took only 72 black enlisted women and two black officers.

The country and the military were still very much segregated during that time. The military decreed that black nurses could not treat wounded GIs who were white. Black troops had to enter and leave a military bus by the back door. Black troops had to have segregated housing.

In March 1943, the first contingent of black medical personnel was sent overseas. Nine doctors and 30 nurses were shipped to Liberia, where they treated black troops stationed there. By

December 1943, every nurse in the unit had contracted malaria, and they were returned to the United States.

In July 1944, the Army announced that it would accept black nurses without regard to numbers.

In 1944, about 800 black women from the Army, Air Force and Army Service Forces were organized into the 6888th Central Postal Battalion. Their mission was to establish a central postal directory in Europe.

The unit arrived in Europe in February 1945, under the command of MAJ Charity Adams Earley. The "Six Triple Eight" broke all records for redirecting military mail during its deployment to England and France.

Throughout her service with the 6888th, Earley boycotted the segregation of living quarters and recreational facilities. She was discharged from the Women's Army Corps in 1946 as a lieutenant colonel, the highest rank below that of the WAC director.

June 1948 marked the passage of the Armed Services Integration Act, providing a permanent place for women in the military. Black women finally became eligible to serve in all branches of the military. However, it wasn't until 1979 that the first black woman was promoted as a general officer, when Hazel Winifred Johnson was appointed as chief of the Army Nurse Corps.

Throughout the history of our nation, black women have served with valor and dedication. They have overcome dual prejudices, serving as blacks and as women at home and abroad. Their story is an important part of America's history.

For too long, our history books have not conveyed the full story of all of those who have fought and struggled for freedom. Let's ensure a future that reflects the rich heritage of our past — a future that builds on the strengths of those who came before, enriching the lives of those yet to come.

(Vaught is a retired Air Force brigadier general. She serves as president of the Women in Military Service for America Memorial Foundation, Inc.)

In this issue



VOLUME 47, Number 2

The **Recruiter Journal** (ISSN 0747-573X) is authorized by AR 360-81 for members of the U.S. Army. Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or the U.S. Army Recruiting Command.

It is published monthly using offset printing by the Public Affairs Office, U.S. Army Recruiting Command, ATTN: RCAPA-PA, Building 6579, Fort Knox, KY 40121-2726; tel DSN 464-8948, commercial (502) 624-8948. Printed circulation: 11,000.

MG Kenneth W. Simpson
Commanding General

S. Douglas Smith
Public Affairs Officer

Kathleen Welker
Editor

Vernetta E. Graham
Assistant Editor

L. Pearl Ingram
Assistant Editor

MAJ Tom Leahy
Graphics Consultant

Subscriptions may be obtained through the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

Deadline for submission of material is the first of the month prior to publication.

Second class postage paid at Fort Knox, Ky., and at additional mailing office.

POSTMASTER — Send address changes to:

Commander
U.S. Army Recruiting Command
ATTN: RCAPA-PA
Building 6579, Room 91
Fort Knox, KY 40121-2726

Features

Bullets Can Kill an NCO-ER

— *NCO-ERs to impress a board*

The CSM Talks About NCO-ERs

— *CSM Hickie on what makes an excellent bullet*

9

It's a Bird, It's a Plane, It's Recruiting 2000

— *CSA says, "Make it happen"*

11

Marriage, USAREC-Style

— *Command chaplain on military marriages*

17

The Pentagon on Sexual Conduct

— *New regulations take effect Feb. 5*

19

Departments

News Briefs 2

Pro Talk — DEP Ownership 4

Ad-Vantage 6

The Way I See It 13

The Way I See It form/mailer 15

Field Files 20

Home Fires 23

Market Report 24

USAR News 25

The Test 26

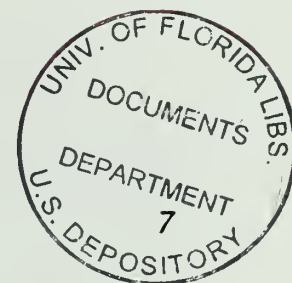
Salutes — CG's Team Excellence, Rings and Badges 27

Recruiting Support Command Schedule inside back cover

Answers to This Month's Test inside back cover



see inside front cover



Recruiter incentive awards for Operation Grad

■ Tier one is for recruiters who achieve nine to 11 net grad contracts. Recruiters who qualify will receive a commanding sergeant major certificate of appreciation, 100 commanding general bonus points, and a special edition USAREC pen.

Tier two is for recruiters who achieve 12 or more net grad contracts. Recruiters who qualify will receive a commanding general letter of commendation, a commanding sergeant major certificate of appreciation, 100 commanding general bonus points and a special edition USAREC pen.

An LPSC who overproduces the most grads in each battalion will receive a commanding general letter of commendation, a commanding sergeant major certificate of appreciation, 100 commanding general bonus points, and a special edition USAREC pen.

Guidance counselor award for the combined arms incentive program

■ For each RSM, the top three selling guidance counselors in each brigade will receive recognition. They will receive a commanding sergeant major certificate of appreciation, 50 commanding general bonus points, and a special edition USAREC pen.

For the entire period of Operation Grade, the top three selling guidance counselors in

each brigade will receive a commanding general letter of commendation, a commanding sergeant major certificate of appreciation, 50 commanding general bonus points and a special edition USAREC pen.

RSC exhibitors incentive awards

■ Referrals made by the exhibitors from non-exhibitor shows that result in grad contracts during the 2nd quarter FY94 will count towards earning the USAREC awards. Tier one awards are a special edition USAREC pen and a commanding sergeant major certificate of appreciation.

Exhibitors who make three referrals which result in grad contracts will earn the tier two level awards. Awards that can be earned are the tier level one awards plus a letter of commendation from the commanding general.

Recruiting recruiters

■ The Recruit the Recruiter Team is looking for a few good . . . ah, team members! Two new team members, to be precise.

The Recruit the Recruiter Team has been very successful in its two-year history. To date the team has conducted presentations at more than 75 installations, which have thus far resulted in 1,027 new volunteer recruiters joining USAREC.

Because the recruiting mission is vital to the Army, a dedicated recruiting force is necessary. Recruiting is very different from other military occupation specialties, and has its own set of benefits and problems. The Recruit the

Recruiter Team addresses both in a series of installation visits designed to educate and inform potential recruiters.

Team members travel to Army installations to address audiences of varying sizes, where they give a presentation covering all aspects of recruiting, answer questions and conduct initial interviews.

The basic qualifications to join the team are:

- Must be OOR
- Must be SSG (or SFC with less than one year time in grade)
- Not currently serving in a staff position
- Have already served two years time on station
- Have the ability to speak in front of large audiences without the benefit of a microphone
- Possess a gold badge
- Station commander experience preferred

If you are a motivated NCO who meets the above qualifications, send a copy of your DA Forms 2A and 2-1 and a full-length photo in Class B uniform with ribbons. The photo will be used to determine your appearance in uniform. The type of photo is unimportant, so a Polaroid is acceptable.

Mail packets to:

HQ USAREC, Personnel Directorate ATTN: Recruit the Recruiter Team Fort Knox, KY 40121

Packets must arrive at HQ USAREC no later than 15 March 1994. Please include a phone number where the team can reach you.

If you have any questions about joining the Recruit the Recruiter Team, please call SFC Thomason at 1-800-223-3735, extension 4-0633 or 4-0688, or commercial (502) 624-0633/0688.

The A&PA Poster Contest — AND THE WINNER IS . . .

■ Congratulations to SGT Glenn Hazelton of the Great Lakes Battalion, as his concept was judged winner of the USAREC poster contest and honorable mention goes to SGT Paul Plasencia formerly of the Albany Battalion. Twenty recruiters throughout the Command sent in over 40 concepts as entrees for the contest since the contest was announced in the October edition of the *Journal*.

The intent was to give the recruiters in the field the opportunity to be part of the production process. Hazelton's concept scored the highest by all judges in meeting the creative theme concept, visual impact and our ability to produce such a concept in-house. Hazelton's concept was a simple one expressing the excitement and adventure that soldiers experience with on the job training. Throughout the next few months we will be working with Hazelton developing the concept further and once finalized we will bring Hazelton here to Fort Knox to be part of the location photography and final stages of production of the poster, which we hope to have out to the field during the first quarter FY 95.

Our thanks to all the recruiters who participated in the contest. We are always grateful to assist you in anyway we can to help improve those tools that assist you in your daily mission, in this case we thank you for the opportunity to assist us.



Easier CHAMPUS form to debut

■ Officials at the Office of Civilian Health and Medical Program of the Uniformed Services say a new standard patients' claim form is on the way to simplify the filing of CHAMPUS claims.

The new DD Form 2642, "Patient's Request for Payment," is half the length of the current form, officials said, and will be used in the United States and Puerto Rico.

It will eventually replace DD Form 2520, but will not be used at other overseas locations. The old form can be used in the United States until it is declared obsolete, or until supplies run out.

Officials said patients need only fill in a few blocks of simple information, attach copies of related medical bills and mail the form to the appropriate claims processing contractor. (From a CHAMPUS release.)

Army News Service)

Change in COI events regulation

■ Some major changes appear in the Update of USAREC Regulation 1-18, Management of Centers of Influence (COI) Events. These changes are effective January 1994 and raise the maximum cost per person from \$14 to \$15.

Form 746, COI Event and DEP Function Report, was deleted. USAREC Form 930, Request for Recruiter Services; Form 545, COI Event Request and After Action Report; and Form 544, COI Event Attendance List, have been changed. Discrepancies and duplication of guidelines for mini-COI events were removed from this regulation since USAREC Supplement 1 to AR 37-106 takes precedence when REA funds are used.

Additionally, all DEP function guidance has been removed from UR 1-18 and will be incorporated in the next update of UR 601-95, Delayed Entry Program and Delayed Training Program.

The proponency for UR 1-18 remains in Advertising and Public Affairs with Ms. Diane Skulas, 1-800-223-3735, ext. 4-0535. Proponency for funded DEP functions transfers to Recruiting Operations Directorate, SFC Michael G. Ayers, ext. 4-0813.

This update incorporates recommendations from the field, HQ USAREC, and an Internal Audit Directorate study. There were several important issues to address and the participants in this rewrite came up with some good solutions. Please take the time to look over the changes.

POC is Ms. Diane Skulas, HQ USAREC PAO, at 1-800-223-3735, ext. 4-0535

DEP Ownership:

The Foundation

In the last edition of the **RJ**, five topics concerning DEP management were discussed. This article will address the most important topic of DEP management: ownership.

To define the term "DEP ownership," we must fully explore the potential for this term. It implies that you must take and maintain a *responsibility* for your prospects, applicants and DEP members. Ownership actually begins during the initial sales interview.

The sales interview is where you "pour the foundation" for a commitment to enlist. Since everything you do with an applicant from that point on is based on that foundation, why not continue its use for your DEP as well? Even though you may not directly address DEP during your initial sales interview, your actions at that point are critical to a solid long-term relationship with the prospect.

It is important to remember that the rapport established initially must be strong enough to carry through DEP-out. Believe it, or not, prospects can sense whether you are truly interested in *their* future or simply out to "make a quota."

Unfortunately, when the latter is true, it causes a difficult DEP-in process. Given a shaky DEP-in, what do you think three or four months in the DEP will cause? It is important to impress upon *this person* that you have their best interests at heart and are willing to assist them with their future. Too often recruiters become so engrossed in the "numbers game" they lose sight of what recruiting is all about. However important, making mission can never out-

weigh the value of trust, good faith and honesty between people.

If you can master these traits your approach will be seen as an effort to *give* rather than *take* from your prospect, applicants or DEPs. Mutual respect is key in any relationship between two people and definitely has its place in your day-to-day activities.

The ground floor approach to resolving the DEP problem involves developing a firm foundation from which to work from. Examine the following thoughts and decide where you stand in each instance:

1. Do I establish meaningful rapport?
2. Do I demonstrate strong selling skills?
3. Do I follow up a DEP member with the same energy that I have for a prospect?
4. Do I serve as a mentor/trainer/authority figure for the DEP member?

Difficult questions, to say the least. Here

are some suggestions that will help you:

Establish meaningful rapport. There are many ideas on how to accomplish this task. Everything from cracking a joke to taking a new prospect to lunch, are good ideas. However, they are considered only a "method of engagement." You must go one step further.

How can you expect a person to remain committed to you and the Army if you do not truly know and understand them? You should make an effort to find out WHO you are dealing with. Why is this person really in your office? What do they want versus what they need? Are they sincere about this possible avenue for their future? What can you do to help them?

Resolving the DEP problem involves developing a firm foundation from which to work

The goal is simple: Take ownership of your Delayed Entry Program.

One skill will provide your answers: listening. After you break the ice, ask questions that will "open-up" this person and the situation. Don't be afraid to be direct, with tact. You will enable yourself to not only eliminate "shoppers" and unqualified people, but demonstrate to the prospect that you would like to get to know them.

Although you are not trying to become their best friend, let them know you would like to be a positive influence in his life. Asking real-life questions and listening to his answers will allow you to accomplish meaningful rapport. Rapport, built this way, will last longer than the longest DEP program.

Demonstrate strong selling skills. This brings up two more important questions. Do I sell JOBS rather than the Army, and am I selling a process or a commitment?

To sell the Army, you must make every effort to sell the overall benefits of an Army enlistment. You should stay away from a specific MOS until the DEP orientation. Sending a pre-sold applicant to the floor can only lead to problems. You must impress upon your applicant that the Army itself is worth his commitment. Sell yourself and what the Army has done for you. It is critical to impress upon your applicant that although the job is important it is only a small part of an Army enlistment. Use your Sales Book, JOIN, RPIs, or personal items (i.e. college transcripts) to get this message across. How well you can sell the Army will in most cases, reflect your overall Delayed Entry Program's success.

Selling the commitment is basically presenting the applicant with an avenue he or she can follow to a successful enlistment or career in the Army. However, selling the Army as a process ("let's test, then talk," or even worse, let them think it over) will set you up for failure. The result may be losing control of the sale to the applicant, a fatal mistake that you would never be able to correct. This may lead to problems on the floor and a probable DEP loss.

Follow up a DEP member with the same energy you use on a prospect. It is human nature to relax once a project is completed or a problem is resolved. What is forgotten is that this battle is only half over. As with civilian organizations, service after the sale is probably more important than the sale itself.

Normally you spend many hours enlisting an applicant, however, very little time is spent with them once they are in DEP. This is the "maintenance" portion of your commitment to the DEP. Consider how you would feel if you had a friend who had talked to you three or four times a week before a big event you were both going to attend. Then, after the event, the friend seldom or never called. You may feel put-off or even used.

If your DEP develops these types of feelings, you, without a doubt, will experience problems during the DEP period. Although it is not possible to spend a large amount of time with your DEP pool, spend the time you do have wisely. Talk to them about their lives, good and bad, and let them know that you truly care. This solidifies your commitment to them as well as theirs to you and the Army.

Serve as a mentor/trainer/authority figure for your DEP members. It is important to remember that you are probably the only person the DEP members have close contact with who has an updated, working knowledge of the Army. Share this knowledge with them through training and mentorship. Teach them basic soldier skills. In this way you begin to instill the pride and discipline that they will encounter in basic training.

Your guidance and leadership can build a solid DEP team, which will in turn strengthen the Army. Your DEP will respect you for your time and efforts. You may even see a rise in DEP referrals, which everyone enjoys.

As you can see there are many ways to build a strong foundation for your DEP program. The goal is simple: take *ownership* of your DEP. In this way you can rekindle that fire of commitment your DEP member had when he or she enlisted. Once accomplished, you will see an improvement in your Delayed Entry Program as well as impacting the command's DEP loss rate.

Comments and suggestions for future articles should be addressed to SFC Francis at 1-800-223-3735, ext. 4-8991.

RPIs An Evolving Sales Tool

Our sales literature has evolved over the years into an inventory of power tools for the recruiting force. In 1990, recruiter presentation items (RPIs) were reorganized to better support the recruiter by developing a system that supports the TEAMS sales presentation concept of training, education, adventure, monetary and service to country benefits.

The RPI Inventory

USAREC provides the sales force with the following sales tools: 4"x9" take-one brochures, 5"x8" leave-behind brochures, specialty brochures for audiences like COIs and minorities, book covers, desktop schedulers, 16"x20" posters, 11"x16" posters, and postcards.

4"x9" Take-One RPIs. These RPIs are designed around specific offers that an applicant can pick out from a take-one rack without the help of a recruiter. These take-ones are designed to bring an applicant to a face-to-face meeting with a recruiter. Subjects such as the Delayed Entry Program, Concurrent Admissions Program, and the Warrant Officer Flight Program are examples. The 4"x9" take-ones may also be used at state, county or career fairs.

5"x8" RPIs. The 5"x8" RPIs are not placed in unattended racks. Referred to as "leave-behinds," they are given to applicants on a one-to-one basis during or after a sales presentation. They are designed to include detailed information about the Army offer. The applicant can take this RPI home and show his parents, friends, or teachers. In many cases, these RPIs are used by an applicant to explain to his friends and relatives why he decided on the Army as a short-term or long-term career choice. Recruiters can also use these items when making pre-

sentations to COIs like high school guidance counselors, coaches, and teachers. When used properly these RPIs will generate referrals.

Special-Use RPI. We have specific- audience or special-use RPIs, such as *What's In It for You?*, minority RPI 281, and *Hispanic Parents*, RPI 967, to meet the needs and concerns of special audiences.

Bookcovers. Bookcovers are designed to be given to high school students to help give the recruiter access to this important market and demonstrate Army commitment to the school.

Desktop Schedulers. Desktop schedulers should be given to high school guidance counselors to help make them aware of some of the opportunities for students considering an Army career.

16"x20" Station Poster. The 16"x20" poster is part of the station poster program and is used to generate prospects' interest while in the recruiting station.

11"x16" Territory Poster. The 11"x16" poster is designed to be posted by the recruiter in his local market. High schools and libraries are ideal locations. Space is provided on this poster for localization, so that the recruiter can print his name and the station phone number at the bottom of the poster.

RPIs Work

All of these tools are designed to increase the prospects' awareness of a specific recruiter in the market. Recruiters who use these tools the way they were designed to be used will find that over time the prospect pool will know who their Army recruiter is and how to contact the recruiter.

Next month, Ad-Vantage will discuss RPI management at the station.

RPI Bulletins

The A&PA Directorate produces an administrative bulletin called the RPI Bulletin. This bulletin shows every RPI that is available in the inventory by category. RPI Bulletins are published every 12-18 months, or whenever 10 percent or more of the information is out of date, as required by administrative printing regulations.

RPIs pictured in the bulletin have a brief narrative description of the information and proposed uses. The bulletin is produced in three editions — blue, green and yellow — for specific users.

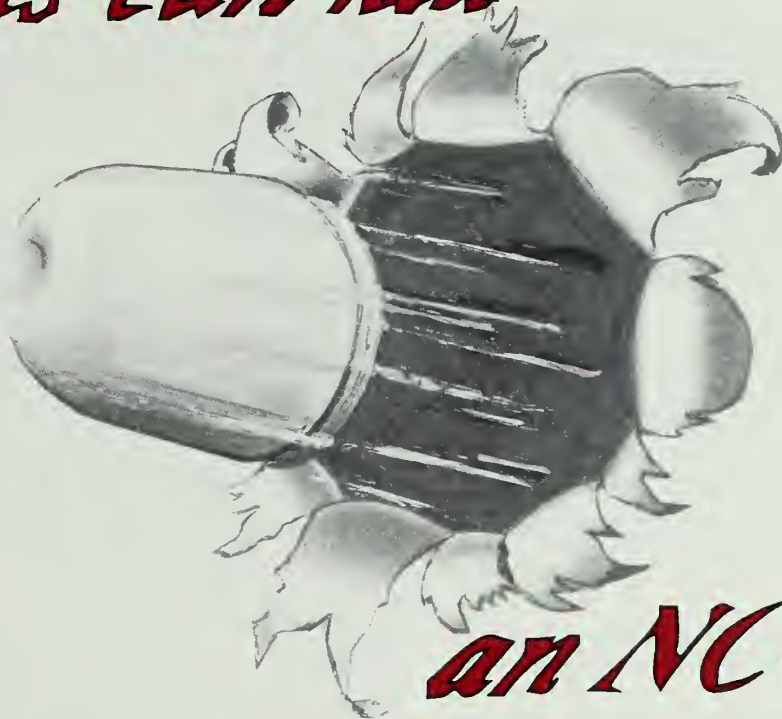
Blue Bulletin. This edition is for non-prior service enlistment and Reserve components transition program. Sent to recruiting stations, it is used by active and Reserve production recruiters.

Green Bulletin. The green bulletin is for reenlistment and Reserve retention programs and is used by career counselors for both active and Reserve.

Yellow Bulletin. The yellow bulletin is entitled "Medical." It groups all the medical RPIs for recruiting officer and enlisted health care professionals, both active and Army Reserve.

RPI bulletins are distributed to all RPI account holders when published. If a replacement bulletin is required, contact your battalion A&PA office.

Bullets can kill



an NCO-ER

There are few things in life that a person takes more seriously than a supervisor's evaluation of job performance. An evaluation affects one's self-esteem, motivation, and future job performance. Not only does a job performance rating affect us personally but it also affects us financially. The same applies in the NCO Evaluation Report.

The rater's and senior rater's remarks on the NCO-ER affect a recruiter's promotion, assignment, school selection, and Army career. It is for these reasons that time and care be taken within the rating period with completion of the NCO Counseling Checklist/Record, DA Form 2166-7-1.

NCO Counseling Checklist/Record

"If you do your counseling record, it doesn't take very long to do the whole NCO-ER," said MSG Donald C. Johnson Jr., NCOIC, Personnel Management Division, Personnel Directorate at HQ USAREC. "If the NCO Counseling Checklist hasn't been done, it takes a long time to sit down and think about what a soldier has done for a whole year."

Counseling should be done quarterly, according to Johnson. The promotion board looks at the NCO-ER to see when the counseling took place. However, counseling isn't required to be done exactly to the date and can be staggered by a couple of weeks. Exact dates can lead the board to think counseling wasn't done, and the rater was just filling in the requirements.

"Write the report for the sergeant and to the promotion board," said Larry G. Hibbs, chief Non-commissioned Officer Evaluation Reports Branch,

Fort Benjamin Harrison, Ind. His office writes policy on the NCO reporting system and receives, reviews, and edits more than 300,000 NCO-ERs per year. Other than promotion boards, he said the reports are used for QMP boards, by career managers, for assignments, and for school selections.

What the board looks at

"The first thing the board looks at is the duty description," said Johnson. They also look at the duty title and the duty MOSC. Recruiting terms are unfamiliar to board members who have an MOS in combat arms and services support. "They don't understand the term 'mission box'," said Johnson. "We need to talk whole soldier concept and look at what the soldier is doing as an NCO."

Station commanders usually have two to four people working for them. "Often no mention is made about leadership, only about mission. Soldiers shouldn't be rated on just production. In those areas we need to change," said Johnson.

The Areas of Special Emphasis should show the challenges this person had. A bad example for the Areas of Special Emphasis is "Mission box accomplishment" said Johnson. Accomplishing mission is considered a part of a recruiter's job — special emphasis is something other than normal duty.

"Appointed duties section — everybody has a couple," said Johnson. Supply duties is an example in most recruiting stations. It's best to use money values whenever possible.

"Whoever is signed for computers should state that," said Johnson. "The value of computers in a



station could run about \$85,000."

The "Xs" in Part IV do not mean as much to the board as the bullets; therefore, bullets must support an "excellence."

As Hibbs so comically puts it, "Don't use

puff ball bullets." Puff balls are phrases like "held his men accountable" or "enforced standards." If a bullet doesn't support excellence, it gets rated as success.

The most important bullet should be placed first. If "Needs Improvement" is marked, the bullet must explain. Quantify bullets whenever possible, Hibbs suggests. An example is "He drove 6,000 miles in three months without an accident." This tells the board more than if you say, "Safety record is accident free."

"Boards consider leadership qualities, job competence, and career progression," said Hibbs. "When writing reports, stay away from acronyms and be specific in the bullet comments." He advises showing number of persons sergeant supervised. Did those people make mission? Were any of the soldiers in the station selected for recruiter of the quarter? Did the recruiter miss making mission two out of 12 months or nine out of 12 months? Soldiers shouldn't be rated for a small amount of time but for the whole year according to Johnson.

Duties that can be shown in bullets:

- Leadership qualities
- Training and assisting peers
- Involvement in recruiting programs
- Number of interviews conducted — exceeded by 30 percent the required number of interviews
- Self-development and education completed

"The rated soldier is ultimately responsible for what is on the NCO-ER," said Johnson. The ratee should start at the top with the name and go all the way through checking for errors. Most errors occur in Parts I and II according to the monthly report received from the Enlisted Evaluation Records Center, Fort Benjamin Harrison. "The last list of NCO-ERs with errors had 110 names," said Johnson.

Nothing is more important to a soldier's career than the NCO-ER. Each soldier is worth the time and care it takes to write a fair performance report. As stated in the AR 623-205 UPDATE, "This responsibility is vital to the long range success of the Army's missions."

Examples of well written bullets

o Obtained a bachelors degree during this rating period	
o Averaged 98 percent mission during entire year	
o Scored 92 percent on recent SDT	
APFT	PASS 9310
HEIGHT/WEIGHT	69/166 YES
o Achieved an APFT score of 282	
o Self confident and enthusiastic, excels under pressure	
o Converts unwanted stress into a positive force	
o Personally recognized by the mayor of Little Rock for his support to the community	
o Developed a quarterly exhibition for local high school	
o Selected as soldier of the quarter	
o Ensures team members are familiar with changing policies	
o Shares his knowledge and offers initiative suggestions solutions	
o Keeps abreast of soldier basic skills	
o Received commendation by local safety inspector for quarterly building safety inspection	
o Accounted for and maintained over \$25,000 of office equipment	
o Totally responsible for his actions	

Examples of senior rater bullets

e. SENIOR RATER BULLET COMMENTS
o Promote to Sergeant First Class now
o Recommend selection for Advance Noncommissioned Office Course (ANCOC)
o Top recruiter in mission requirement for the year
o Extremely thorough and reliable professional - excels in problem solving

The CSM talks about NCO-ERs

Id like to talk about NCO-ERs for the detailed recruiter. We in USAREC will write at least two to three NCO-ERs on a detailed recruiter before he goes back to his MOS. It is a good idea for the station commander to ask that a detailed recruiter bring in a copy of his last NCO-ER, so we get an idea on how they are being written in that particular MOS.

On the promotion boards, the centralized promotion boards, the E-7 board and the E-8 board, when MOS representatives look at the NCO-ER that we write, it should be in the language that a tanker or MP rep can read and ensure two things — that this soldier, even though assigned to recruiting, is still performing outstandingly in a critical detail MOS, and that he or she has the potential to be promoted to the next higher grade. Those are the two things that the NCO-ER must point out.

A concern that I have when I sit on an NCO board in another MOS, is another career field representative coming over to me saying, “I don’t understand what you are trying to tell me. The guy is ‘mission boxed year-to-date’. What does that mean to me as a tanker trying to promote this guy?” If you put “exceeded his mission requirements,” that MOS rep will understand.

When the detailed recruiter comes to us you should take a copy of his NCO-ER from his last unit, sit down and analyze it. Then when you go to write his NCO-ER in recruiting terms, you can use some of that language to make sure that the promotion board understands what you are trying to say to them.

Writing the bullets

To write an excellent comment for a bullet, you write what you portray as an excellent bullet. Write three or four, then read those back to yourself and read them to others (except the person you are writing about). Read it to your sergeant major and first sergeant, and get their input. Is this really what you are trying to say, is

this an excellent bullet? For example, “Stays fit despite a tremendous work load.” What am I trying to say? He’s working hard with a heavy work load, but he is *just* staying fit. That’s not an excellent comment. He’s not exceeding any standard. To make that an excellent bullet you would say, “He’s the best physically fit soldier in the company.”

Put time into NCO-ERs to make sure they are written right; make sure that an excellent mark is justified by an excellent bullet. “Performed additional duties as supply and motor sergeant” is not an excellent comment. “Presents a high military bearing and appearance” and “Stays fit” are success comments.

I want to point out that we have come a long way in the last year or so. We’ve put out a lot of information on the NCO-ER. There is an update that is sent from the Sergeant Major of the Army’s office that keeps us current and updated. If you’re not getting these at the station, you need to contact your battalion. There’s some good information in the monthly NCO-ER UPDATE. There are other

books on writing NCO-ERs. However, I caution anyone using books of this type to make sure they are recognized by the Department of the Army. I have refrained from putting out a study guide of samples comments because we would start seeing more and more “sample comments” and we have bright NCOs and officers that can use their imagination to come up with good bullets.

You have a whole year to measure a soldier’s potential and performance. I think it’s unfair and unjust to sit down to write an NCO-ER two days before it is due. If you are doing the NCO-ER counseling right, that soldier always knows where he stands with you, and the NCO-ER is no surprise to either of you.

The one way that we know how to promote somebody on a promotion board is if that NCO-ER tells us to. The senior rater portion of the NCO-ER is very important, because it should lean more toward potential and not performance —



"Promote ahead of peers." The senior rater is giving the promotion board an idea with that statement. Let the promotion board know what the soldier's potential is, not just performance.

The NCO-ER UPDATE will tell you that the individual has responsibilities, too. He should check his height and weight and make sure the data is correct, check non-rated time and rated time, check the spelling of his name; all that is why he signs verifying data. When we see a fluctuation in height, like one time he's 70 inches tall and the next time he is 73 inches, we hold the soldier responsible for that — not the rater or senior rater.

The big problem

The biggest problem is a late NCO-ER be late. We should sit down constantly for NCO-ER counseling to let the soldier know where he stands and how he can improve himself. If you are doing your NCO-ER counseling, mentoring, leading, training, and coaching, the soldier's NCO-ER will be at MILPO in plenty of time. It would never be late. It is not the soldier's fault that the NCO-ER is late. That is the leadership's fault, and is not doing the soldier justice. We expect the soldier to always accomplish his mission; he expects us to take care of him. Taking care of him is making sure his NCO-ER is in his record, so that he can compete equally with the other soldiers.

I've noticed a lot of improvement in USAREC's NCO-ERs over the years. I think the improvement was brought about because we are consistently training and leaders are concerned about their soldiers. With all the new changes that have come out, we have to continually train. That is the only way we are going to correct the mistakes.

The soldier must also pay attention to his responsibilities, and he does have some. He has to remind me, "My NCO-ER is due in a few months, sergeant major." He has to remind me, "Hey, look, I have never been 70 inches tall in my life, I'm only 68 inches tall." He shouldn't have to remind me, "Hey, if I get my NCO-ER today, I have to make all these corrections and it's due tomorrow." My responsibility as his supervisor, his leader, is to call him in about three or four months before it's due and say, "Here's your NCO-ER. This is what I am going to submit."

People get a pat on the back for having no late-rated NCO-ERs. I would like to see people get a pat on the back for having no late-rated NCO-ERs that are well written evaluation reports. We get some that are really badly written. When we

look at the suspense, it's due tomorrow. We won't send it back to the battalion because by the time you get it, it's going to be late. So we go ahead and send it, and you have just circumvented the system. You've let something get through because you were worried about meeting the suspense. Make the suspense far enough out to rate the soldier the way that he should be rated.

New recruiter counseling

One thing I have a problem with is new recruiter counseling. New recruiters should be counseled about how to improve their performance like any other soldier. There is a misconception in the field that he does not have to be counseled, and that is wrong. Soldiers, all soldiers, will be counseled.

A new TTE recruiter will not have an NCO-ER written during his TTE program, but I am talking about the DA Form 2166-7-1. All soldiers should be counseled under the DA Form 2166-7-1 whether they're in training or not. The USAREC counseling should not be used in lieu of the NCO-ER performance counseling as directed by the Department of the Army. As sergeant major of the Recruiting Command, I would rather go into a station and see the performance counselling done, the 2166-7-1, I'd rather see it any day than the normal monthly counseling that we do. If the NCO-ER counseling is used to its fullest potential, you would not have to counsel soldiers every month.

I don't think anybody has so many NCO-ERs to write that they have the excuse, "I had to do too many, and that's why I have a late NCO-ER." Basically, there's no excuse to have a late NCO-ER.

Speaking from the experience of the promotion boards I have sat on, the NCO-ER is probably discussed 50 percent of the time. We discuss the photo of course, we discuss duty assignments, the type of jobs held, everything else like the education, the PT scores, the 2 and 2-1, the military schools, we look at all that. But 50 percent of the time, I'll bet, we are looking at NCO-ERs. We are looking to see if this individual has the potential for the next higher grade.

I want you to use your imagination in writing NCO-ERs. When a soldier deserves an excellent rating, I don't think you will have a problem writing an excellent bullet. Our soldiers deserve the same chance for promotion as all others. We have the best non-commissioned officers in the Army assigned to this command, and I'm proud to serve with them.

***"If you are doing your
NCO-ER counseling, the
soldier's NCO-ER should
never be late."***

**It's a bird,
it's a
plane,
it's...**

**by Kathleen Welker,
RJ editor**

Those of you who have been in the Recruiting Command for at least a couple of years have periodically heard the words "Recruiting 2000" bandied about. If you have heard about it or read about it in these pages, you may have formed an opinion. It's new, it's radical, but will it fly?

On Dec. 23, 1993, the Chief of Staff of the Army decided that Recruiting 2000 *will* fly. The wind beneath Recruiting 2000's wings is GEN Gordon R. Sullivan, who attended a briefing at USAREC's headquarters just before Christmas. Accompanied by the Deputy Chief of Staff for Personnel, LTG Thomas P. Carney, and LTG Peter A. Kind, the DISC4 (Director of Information Systems for Command, Control, Communications, and Computers), Sullivan came to USAREC to hear updates on FY 94 recruiting, specifically in the areas of production, market assessment, advertising, recruiter training, and automation initiatives.

GEN Sullivan believes in a quality force and in the vital mission of USAREC.

"We must do everything we can to provide USAREC the tools and resources it needs to maintain the quality force — we must never take the all-volunteer force for granted," Sullivan observed. "As the Army approaches the completion of its reshaping programs, sustain-



Recruiting 2000

ing recruiting success is critical to maintaining a trained and ready force."

Mr. Roger Balaban, director of Information Management at HQ USAREC, presented an overview of current automation and methods and then described to the CSA the modernization efforts known as Recruiting 2000. To compare systems, a demonstration of the current

***The sweetest
words in the
English language
— "Make it happen"***

“The survivability of the All-Volunteer Force depends on USAREC’s success. They must be provided the resources to accomplish their mission, and Army leadership must be involved in the recruiting effort.”

***— Army Chief of Staff,
GEN Gordon R. Sullivan***



GEN Gordon R. Sullivan

recruiting system (a paper sales book shown by SFC Donald Schmidt and a JOIN demonstration by SFC Gregory Carmine) was followed by a demonstration of recruiter workstation prototypes by Mr. Bill Bowe of IM.

“The briefing to GEN Sullivan was an information briefing,” Balaban said. “However, the CSA recognized that USAREC is out in front in evaluating technology and, more importantly, the potential to use that technology to maintain a competitive edge.”

Sullivan stopped to question Balaban several times during his briefing and discussed the fact that USAREC’s Recruiting 2000 initiative is really a paradigm shift in the way USAREC does business. Sullivan said that USAREC was “moving out and heading in the right direction.”

Then Recruiting 2000 got pushed out of the nest. GEN Sullivan turned to LTG Carney and LTG Kind and told them he liked what he was seeing. “Make it happen,” Sullivan is quoted as saying.

With this directive, the Recruiting 2000 initiative moved from a “nice to have” to a “must fund” initiative, skipping over numerous layers of bureaucracy. “A program that had been competing for resources and support, where none had existed, is now a top priority of the Army,” Balaban said.

“During USAREC’s command briefing update, I reaffirmed the Army’s commitment to maintaining the quality of the force. Of the six imperatives, quality people will be the most critical in maintaining a trained and ready force,” said Sullivan. “The survivability of the All-Volunteer Force depends on USAREC’s success. They must be provided the resources to accomplish their mission, and Army leadership must be involved in the recruiting effort.”

Sullivan continued, “USAREC’s vision, Recruiting 2000 . . . must be funded. Recruiters need the tools to accomplish their mission — to prevent a decline in [recruiting] quality people. To do this they must be able to bring America’s Army into the living rooms of America via hi-tech multi-media [technology].

“Recruiting leaders must be able to recruit for today’s needs, but with the future firmly in mind. They must be out in front now in developing the means by which the Army will recruit the soldiers of 2015. Their automation initiatives will provide the means.”

The little bird that was Recruiting 2000 has been pushed out of its comfortable philosophic nest and must now spread its wings. How strong it will be, how far it can go remains to be seen. But the Chief of Staff of the Army has seen its potential and he believes it is headed in the right direction.

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

I suggest that, in the case of DTP, Reserve units be responsible for follow-up and transportation to MEPS. In most instances if a DTP does not ship, it is because of a problem in the unit. The additional benefit of the unit's being responsible for transportation to MEPS is the reduced mileage on government vehicles or cost of commercial transportation to USAREC.

The Chief of Staff responds:

Since an Army Reserve soldier becomes a DTP member in his respective Reserve unit upon enlistment, the unit does assume ownership. However, USAREC is charged by Headquarters, DA, with the responsibility of managing USAR training seats. We must ensure that individuals we contract ship to training. Consequently, we've made a commitment to our customer (recruiter and USAR unit commander) that we will maintain contact with our DTP soldiers and transport them to the MEPS for processing prior to shipment.

We've looked at the issue of DTP ownership and continue to conclude that it is in USAREC's best interest to continue to accept responsibility for shipping the soldiers we contract. Let me review our position:

- DTP members are a valuable source of referrals and a combat multiplier we cannot afford to relinquish.
- A shared responsibility is the best way to ensure a DTP soldier ships. Such a policy enhances communication and cooperation between recruiter and troop program unit (TPU) full-time personnel.
- There will not be any vehicle-

related savings for the Army since the TPU would incur the same costs that USAREC incurs to transport DTP members.

I appreciate your input. We always need to reexamine the way we do business to see if we can improve. In this instance there is no dollar savings to the Army and we must put our customers first. In this instance we need to serve our customers. Your ideas are appreciated; keep up the great work!

A nurse recruiter writes:

It is beyond me that the Recruiting Command has spent thousands, probably more than a million dollars on NRAPS, and it still does not work! To complicate matters worse OTSG will not accept white out on applications, which means that recruiters must be part graphic artist to get the packet to OTSG without errors, which are caused by the NRAPS program itself.

I cite just a few examples of this problem on DA Form 61:

- Block 21c, Colleges will not print chronological order.
- Block 30, Only one award can be listed via NRAPS.
- Block 41, Can't add remarks to this block via NRAPS.
- The word (test) must be whited out from the form.

These examples are just a few that come to mind from only one of the forms that NRAPS produces, and they are not inclusive of all the problems on that form. As you can see, we have some major problems with this system. Every time I bring this subject up I hear the same thing, "We'll look into it" or "Sorry about that."

The NRAPS program was designed to help recruiters speed up

and standardize the application process, not make them masters of the white out bottle and the copy machine. It is my wish that the Army get there money's worth from this program by saving time and effort of the recruiters that use it. Help!

The Chief of Staff of responds:

Thank you for your letter of concern on the Nurse Recruit Applicant Processing System (NRAPS). A number of the issues you raised are being changed in NRAPS II. The current program is designed to list schools of nursing chronologically in block 21c of the DA Form 61. This allows the reviewer of the form to key in on nursing data first with other school data flowing into block 41. Multiple awards can be entered on NRAPS. Recruiters should use approved abbreviations for awards to facilitate multiple award entries (AAM, ARCOM).

The NRAPS software is set up to allow data that will not fit in a specific field on the form to feed into block 41 rather than requiring the recruiter to stop data entry and then go to a narrative box labeled "remarks." Information that will not fit in the remarks block must currently be done manually on a continuation sheet. A generated continuation sheet will be feature on NRAPS II. The word "test" is being removed in the new software package. Until fielding, recruiters are being asked to white out the word as Personnel Command, St. Louis, will not accept the forms with the word "test."

You are required to make corrections on the data base versus just whitening out the error and typing in the correction. Future automation changes will take data input from the recruiter level and feed it into

The Way I See It

personnel files upon accession. If you don't correct the data base, the result is erroneous information on the soldier.

Health Services Directorate is very interested in recruiter feedback on the NRAPS system. If you feel your concerns are being considered in the proposed changes, please forward the information to Health Service Directorate, ATTN: SFC Hobbs, at 1-800-223-3735, extension 4-0345.

Another nurse recruiter writes:

Gone are the days when a nurse recruiter received credit for work performed. I wasn't a nurse recruiter during the packet credit days. I've always worked under the "commission mission" policy, a good policy created for obvious reasons. However, the policy should now be fine-tuned to give the recruiter credit for nurses who are not selected. As it is, there is nothing to show the efforts of a recruiter who:

- Finds a qualified nurse interested in either USAR or RA
- Determines that nurse's needs and interests
- Shows the nurse how the Army Nurse Corps can help meet needs and interests
- Processes the application once the nurse agrees — [a process] you can't always see (control) what's going on around you and one mistake (your's or someone else's) always delays your journey.
- Tells the nurse he or she was not selected by the board, but not why.
- Finds another. . .

I love nurse recruiting. It is the best job in the Army. Our leaders have made some significant changes to the business, all of which have helped us do our duty. But when we've done our duty there should be something tangible to represent our effort.

For instance, if USAREC rolls the numbers not achieved at the end of the FY to the next FY's mission, can a deficit column be created to reflect the number of nonselected, but otherwise qualified nurses? The brigade would get credit with liability for the nonselected deferred to the next FY unless we make mission in spite of the nonselect, in which case the deficit goes away. Say a brigade has a mission of 10, they process 12, three of which were nonselects, one would be added to next year's mission. Granted, they would have been one short either way, but the difference in timing would serve to represent our efforts. Nurses who are selected but decline commissioning don't count. Automatic re-boarding would help reduce the total number of nonselected nurses.

Recently, two nearly identical applications were submitted. Both nurses graduated from the same school, at the same time. Their grades were similar, as were their personal evaluation from instructors. Both were applying for commission in the IRR. One was selected, the other was not. My bet is another board would select her, but because there wasn't a high percentage of nonselects at this particular board, she won't be eligible to resubmit until next year. The irony is that the recruiter who worked so hard to do all of the above, must now tell the nurse she wasn't selected. When the nurse asks why, the recruiter won't be able to say, because reasons for nonselection are not promulgated by the board.

The Chief of Staff responds:

Thank you for your questions regarding the system for awarding nurse mission credit. As you noted, the current policy was developed for good reasons. USAREC's success in the nurse mission is based on the number of

accessions we provide to the ANC. Converting from packet to commission mission focused all levels of the command on the same goal, nurse accessions. OTSG boards are designed to select the best qualified nurses who meet the needs/requirements of the organization. Recruiters must work highly competitive and committed applicants to be successful.

Rolling over mission at the end of the FY would be difficult to manage at the recruiter level and would not meet the Army's needs. USAREC's annual nurse mission reflects system requirements for a specific period of time. If mission is not accomplished when required, it impacts on ability to provide health care to our soldiers. We cannot always recoup what we miss.

Not everyone is selected and you are absolutely correct in stating that the most agonizing and difficult thing to tell applicants is that they were not selected. Explaining the board select process to the applicant during processing may decrease the element of surprise to a nonselect. As you noted, the deliberations of the board are by secret ballot; USAREC is notified of select status only. Applicants who are nonselect may reapply in one year from date of nonselect.

Our mission is to provide fully qualified nurse accessions to the Army Nurse Corps. If you are focusing on high quality applicant's and getting commitments from your nurse prospects, you will have achieved a formula for successful nurse recruiting.

How do you see it? Send your comments on the form on page 15.

Vision Implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

Fold here second and secure with tape

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726

OFFICIAL BUSINESS



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

BUSINESS REPLY MAIL

FIRST CLASS MAIL PERMIT NO. 600 FORT SHERIDAN, IL

POSTAGE WILL BE PAID BY U.S. ARMY RECRUITING COMMAND

Commander
U.S. Army Recruiting Command
ATTN RCCS (Chief of Staff)
1307 3rd Avenue
Fort Knox Kentucky 40121 2726



Fold here first



Marriage

USAREC-style

"To him, alcohol is number one. The Army takes second place, his car is third, his mom is fourth, and I'm fifth — I am out of here," the distraught wife says. Another military marriage is on the rocks.

"I've been married 25 years and I still don't know my husband," another woman says to the chaplain. She and her husband haven't taken the time to communicate with each other and, although they live together in the same house, she is suffering from extreme loneliness.

In his 30 years of marriage counseling, the USAREC command chaplain, LTC Dwayne L. Ferguson, has found that many problems of military couples are self-imposed. He holds master's degrees in divinity and counseling.

"People can make a choice to be happy," he said. "You've got to feel good about yourself and have a sense of wellness in body, mind, and spirit."

Making the choice to be happy helps couples deal more easily with the stresses of military marriage. And there's no doubt that a military marriage, whether one or both spouses are active duty, is stressful.

"For these couples, it is important that they have quality time together," Ferguson said. "Be-

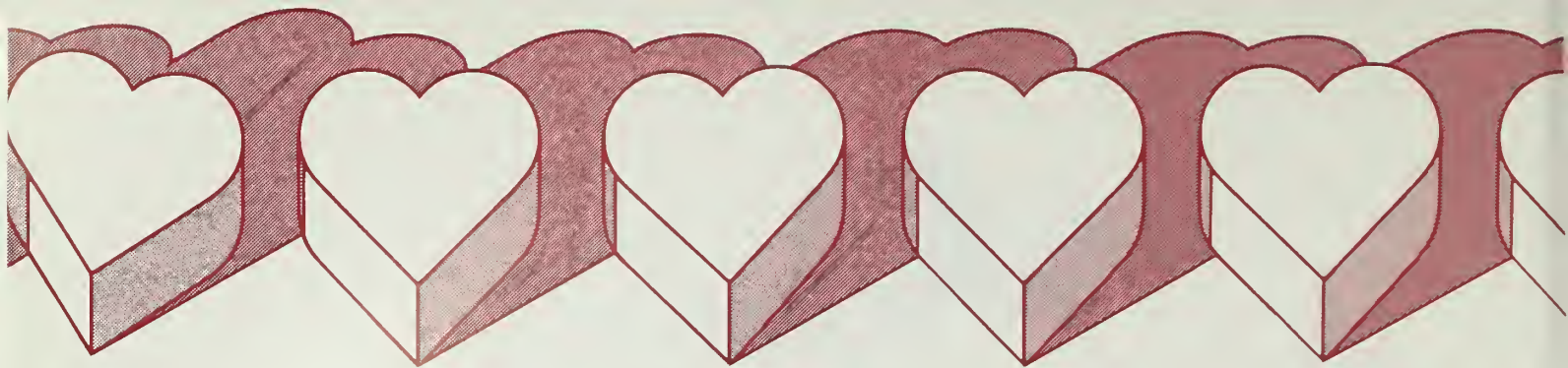
cause quantity time isn't always possible, the non-military spouse needs to know that he or she is still number one, in spite of the time the military partner spends on the job.

"You've got to keep the excitement in your marriage," Ferguson added. "You need to spend some time with each other, even if it's at the pizza parlor. It's important to pay attention to your spouse and 'chase after' her or him, because if you don't, someone else will. You've got to take time to listen to each other, and know each other's needs."

Another important factor in a military marriage is for couples to be able to express their feelings in a non-threatening, non-competitive environment, without fear of punishment.

"Many spouses don't want to hear honesty, and they keep themselves at a distance," Ferguson said. "But we all need to have someone to talk to who won't abuse us physically, verbally or mentally. Being honest and trusting each other are very important."

"The problem is that spouses take each other for granted and forget those characteristics that brought them together in the beginning," the chaplain continued. "They need to check each other out every day, and to 'be there' for each other."



A lack of clarity about the military as a career is also a frequent problem. "You may have some people who believe the military should always take first place in your life," Ferguson explained. "But what's more important to your marriage? Here again, the quality of your time together is the key."

"You need to work out a balance. You can be successful in the military and also take care of your family," he continued. "Let your spouse know you're thinking about her or him even though you're at work much of the time."

Ferguson stressed above all that the military person should leave work at work. Don't take it home and dump it all on a spouse who doesn't understand it or need to hear it; that can be very depressing.

Failing to realize the dangers of separation is another problem encountered by military couples. "The Bible says there will always be wars and rumors of wars," Ferguson said. "And in the military, there will always be separations."

"It's good to depend on each other, but you need a certain degree of independence too," Ferguson explained. "If your military spouse has to go away, it's good to know you can still function if you have to."

"You shouldn't smother each other by being together all the time because you are separate individuals," he added. "You shouldn't have to give up your self-identity in a marriage. And if you base your life on what your spouse says or does to you, then your spouse is controlling you. Life can be an emotional roller coaster if you depend on others for your identity and self-worth."

In the past decade more and more women have become active in the military, turning around the traditional picture of working husband and home-bound wife. If the wife is military and the husband civilian, the man must be stable and confident in who he is. The fact that his wife is the breadwinner — especially if he's not working — can be a serious threat to a man's ego.

"In this situation, it's the wife who has good feelings of belonging at her job, while the husband has no source for self-esteem. So he may let himself go, get overweight, neglect shaving, and just lie around the house all day. Spouses need to be aware of this possibility and decide what's expected of each other," Ferguson said.

If the civilian husband works, should he be expected to give up his job when his wife gets transferred to another installation? Or can they successfully live apart for a while?

"If the couple has a positive attitude about themselves and the situation, they can do either," Ferguson said. "Sometimes a brief separation can help a marriage. It solves those feelings of taking each other for granted and being in each other's way. But this depends, of course, on the couple's maturity, and they must be open and honest in their agreements."

When both spouses are in the military, the scene changes a little. "When you go home at night, you should take the rank off your shoulders (psychologically), because your primary relationship at home is husband and wife," he said.

Both partners being military is not a rare occurrence. According to "Soldier Family Ministry in an Era of Change," 26,442 enlisted and 5,560 officers are married to other active duty members.

Family problems caused by stress, and those conditions that produce stress, are cumulative — they become more severe over time — and are costly to correct. In the past, the Army has generally attacked the problems only after they have become severe and the impact obvious.

"For both humanitarian and readiness reasons, we need to shift the emphasis from a focus only on families already experiencing problems to programs designed to help families cope with stress by building better stability and adaptability," said Ferguson.

This stability is aided by resources available on military posts, such as the chaplains, Family Life Centers, hospital, Army Community Services, Family Advocacy Program, and the Red Cross. "These people are professional resources when you are experiencing family problems for whatever reason," Ferguson said.

In USAREC, the brigade chaplains and the Family Service Coordinators are professionally trained persons who are ready to assist our soldiers and families at all times.

"USAREC must meet mission box, but it must also care when you are experiencing marital difficulties," Ferguson said. "With the available military and community support, you should know you're not alone."

Pentagon announces regulations governing sexual conduct

by Jim Garamone

American Forces Information Service

Defense Secretary Les Aspin announced regulations governing homosexuals in the military during a Pentagon news conference Dec. 22. The regulations implement what has come to be called the "don't ask, don't tell, don't pursue" policy. They make it clear homosexual conduct, not homosexual orientation, disqualifies a person from military service.

The new regulations take effect Feb. 5. Aspin said the rules will maintain the cohesion and morale of service members. "These regulations are consistent with the policy announced back in July," Aspin said. "Second, they are consistent with the Defense Authorization Act and, third, they have been agreed to by the services after a thorough coordination process."

The policy says sexual orientation is considered a private and personal matter. The regulations cover five areas: accessions, separations, criminal investigations, personnel security and military training. DoD is revising accession policy to make it clear no applicants will be asked their sexual orientation.

All applicants will be told the DoD policy before they join the service and before swearing in, said Jamie Gorelick, DoD general counsel. "They will know before coming in what our standards are," she said. The "don't tell" section of the regulations deal with separation policy, Gorelick said. "Someone may be discharged for homosexual acts, for (homosexual) marriages and for statements under certain circumstances," she said.

Statements that can be a basis for discharge are those demonstrating a propensity or intent to engage in homosexual acts. DoD defines propensity to mean more than an abstract preference or desire to engage in homosexual acts.

"It indicates a likelihood that a person engages in or will engage in acts," Gorelick said.

A service member walking into his commander and saying he has a homosexual orientation or having an accusation made against him has an opportunity to present evidence to the contrary later. Criminal investigations also change under the policy.

"No inquiry will be made about orientation," Gorelick said. "But a service member can be asked about conduct if there is credible information." Credible information is information supporting a reasonable inference that there has indeed been homosexual conduct.

"Credible information is not rumor, it is not suspicion, it is not opinion," Gorelick said. "It is facts."

Inquiries are limited to facts involved in the inves-

tigation. "If someone investigates a particular set of facts — say two people were engaged in homosexual acts — the inquiry will be complete when the facts establishing that set of acts is determined. There will not then be a process whereby each service member is interrogated about his or her partners. That's our attempt to deal with the concern about witch hunts."

Normal separation under these regulations is honorable or general under honorable conditions. Service members undergoing a personnel security check will also not be asked their sexual preference, nor will investigators focus exclusively on finding out sexual orientation.

"Information obtained in the personnel security process will not be provided for use in separation proceedings or criminal proceedings," Gorelick said.

Officials revised the DoD directive on military training to include mandatory instruction on the conduct necessary to maintain high standards of combat effectiveness and unit cohesion. Commanders and military lawyers will receive special training, and unit trainers will inform all service members of the DoD policy on sexual conduct.

Aspin said the whole decision process involved with the policy and regulations was necessary because gays in the military "was an enormously divisive and emotional issue." Pentagon officials determined early in the process attempting to solve the problem by a presidential stroke of the pen was not the best course.

"Instead we decided the only successful way to resolve the issue was by working with the services and in particular working with the Joint Chiefs of Staff," Aspin said.

The strategy behind the policy came from one central insight — the president and the Joint Chiefs must agree with the proposal.

"The chiefs understood that the commander in chief wanted to change the existing policy to end discrimination based solely on status," Aspin said. "The president understood that it was extremely important that any changes occur in a way that maintained the high level of morale and unit cohesion which is so important for military readiness and effectiveness."

Aspin said there are two important tests of the policy — with service members and with Congress.

"After the policy was announced," Aspin said, "it basically dropped off as an issue after being the No. 1 barracks topic — obviously, the indication of a successful formulation of the policy." He said congressional approval of the policy in the 1994 Defense Authorization Act also proves this policy is accepted.

Friendly competition

■ USAREC'S deputy commanding general, BG Rip Roper, believes that friendly competition is good for productivity. In the last year, he has challenged quite a few stations to beat out a "sister station" in the numbers.

"Recruiters are a breed pretty quick to take on a challenge," said Roper. "They're good sportsmen, and they've taken to this with a vengeance."

Roper's Challenge is between like stations within a battalion. He reviews production numbers and determines a legitimate challenge. It might be something like "whichever station contracts fewer GSMAs in the next quarter will wash and wax the winning stations' government-owned vehicle."

All of the photographs in this article reflect winners and losers of Roper's Challenge. The following is a short synopsis of how it went in Miami.



Members of Fort Lauderdale Recruiting Company washing a GOV belonging to Miami Company. (Photo by D.A. Silva)

The challenge

■ The recruiters from the Miami and Fort Lauderdale companies entered into a little friendly competition during November. The agreement was that the company writing the least GSA contracts above their respective GSA mission would wash the winning company's GOVs.

Although both companies wrote twenty-five GSA con-

tracts during the month, Miami won since they wrote three over mission compared to Fort Lauderdale's two over mission.

"It was fun, we really enjoyed it," said CPT Thomas J. Guarnaccia, commander of Miami Company. "They were all good sports. They washed our entire fleet, and then we had a huge cook-out together."

"Recruiters work hard," explained LTC Daniel E. Gunter, Miami Battalion commander. "They need to play once in awhile too."

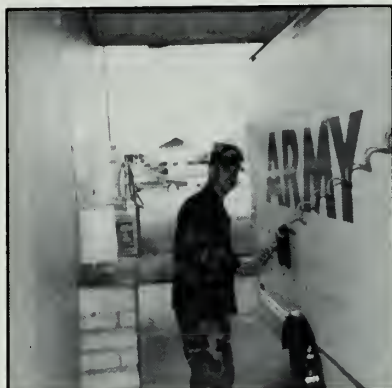
Dorothy Silva, Miami Battalion A&PA



1SG Harris, Lexington (Ky.) Company, showed up in a Class B uniform (hoping to be let off), but he was made to man the hoses.



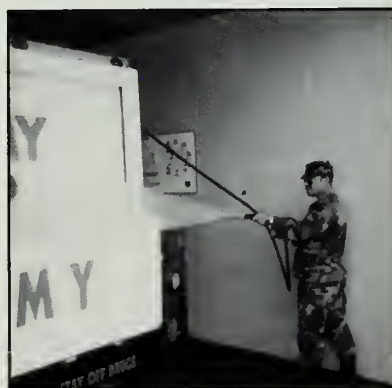
SGT Darren Wade and SSG Skip Koeller, Lewiston (Idaho), making good on challenge with Moscow RS.



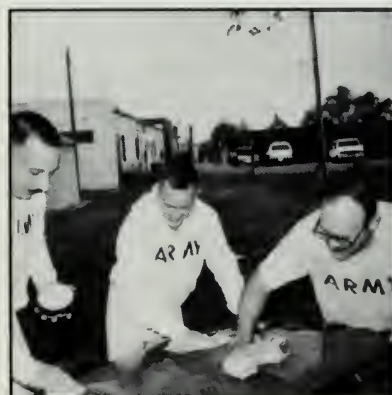
Derby (Kans.) RS lost to Wichita.



In Lexington (Ky.) Company, SFC Struening, Richmon RS commander, took charge of washing the RSC cinema van cab . . .



A Derby RS recruiter washes a Wichita GOV.



SSG Golgart, SFC Yates, and SSG Orr also lost the challenge. . . .



and SFC Keen, Winchester RS commander, gets that last little spot at the top.



SSG Willie Black hands a basket of Thanksgiving food to Lagrinda Peppers, a student at Therrell High School. Atlanta West RS and the high school both worked on the holiday program. (Photo by Mark Schulz)

The gift of giving

■ MSG (retired) Therman Johnson has spent five years promoting a joint program that involves the Atlanta West Recruiting Station, D.M. Therrell High School, and the Army JROTC.

Johnson, a faculty member at Therrell since his retirement from the Army, has coordinated the program in which high school students collect food baskets for needy families during Thanksgiving. A competition is held at a special Thanksgiving ceremony in the gymnasium. Judging is based on class or grade, clubs, and other categories.

Two recruiters, SSG Roderick Bogan and SSG Willie Black, judged the food baskets and awarded the junior class as the best overall.

Black, new to Atlanta West, saw the cooperative effort as a good chance to get to know some of the students at one of the high schools within the

station area.

A very successful JROTC program at Therrell High School has benefited SFC Linda Choice, USAR recruiter at Atlanta West RS. The food baskets, better known as "Celebration of Thanks," has motivated Choice since 1988.

"When we started the deliveries back then," she said, "we did not have enough people to deliver all the food baskets so we had to make several trips late into the night. Since then, we have made all the deliveries for the Thanksgiving program," Choice added.

Choice said that the entire Atlanta Recruiting Company got involved this year. For the first time, the company had a DEP event at the Army Reserve Center of the 335th Signal Command, where the DEP members brought canned goods that were added to the Thanksgiving baskets.

Mark A. Schulz, Atlanta Bn A&PA

HRAP help

■ SPC Curtis Franks, a combat medic with the 22d Infantry Division (based in Fort Drum, N.Y.), recently took part in the Hometown Recruiter Assistance Program.

Franks, a veteran of Operation Restore Hope in Somalia, assisted Lake Jackson (Texas) recruiters by talking to students in several local high schools. Franks spoke about military opportunities and his own Army experiences at Fort Drum and in Somalia.

When not speaking to high schools groups, Franks visited family and friends in the area.

Franks said his tour in Somalia was deeply rewarding.

"I witnessed the joy of the Somalians when we entered the city escorting food," Franks said, "and it made me realize the significance of our effort to help with the crisis. I felt proud to be a soldier."

Jeanne M. Fitzgerald, Houston Bn A&PA



SPC Curtis Franks was interviewed by Margaret Sandlin, K102.5 FM radio station manager, about his Army experience in Somalia and at Fort Drum. He also spoke about Army benefits, skill training, and experience as great incentives for today's young men and women to join the Army. (Photo by Buddy Gee)

Kids Corner

— After school safety

During the past, the number of children between the ages of 10 and 15 who are left home alone after school has steadily increased. Recruiters and their spouses, like most parents, worry about their school-age children who are alone for some part of the day. We hear a great deal about physical hazards, and justifiably so, but how can parents help their children be emotionally prepared for the times when they may be home alone? Self-care can be a positive experience if children know what is expected of them and are given the opportunity to develop independent skills. Here are some steps you can take to help your child feel more safe and secure when home alone:

Set limits. Find a comfortable balance between too much responsibility and too much freedom. Impose some rules, ones that you intend to enforce consistently, that your child can carry out. For instance, you can specify if friends are allowed to visit and, if allowed, restrict the number; forbid certain kitchen appliances to be used; and set rules for outside play. Let children know the consequences of their actions. Once terms are set and children know what is expected, they will be more comfortable and feel assured. When you set boundaries, you are showing your children that you care for and love them.

Develop a consistent routine. Boredom is a common complaint when children are left alone. Help create a "things to do" list with the most important task at the top. Establish a routine, for that in itself usually alleviates fear. Allow a "winding down period" to give your child a chance to recover from school. Plan for snacks, keeping in mind that there is no one there to assist the child should he or she choke. Include such safe items as bananas, canned peach slices, and puddings. After a period of relaxation, leave instructions for homework or another academically related activity to be completed. Finally, include activities involving hobbies, scouting projects, and so

forth, on your "things to do" list. It is a good idea to establish a phone-in procedure at a specific time. This will help to put your child at ease. Remember, kids thrive on consistency.

Emergency preparedness. One of the best ways to prepare a child for unexpected dilemmas is to play a "What would you do if . . ." game. It allows you to go over safety rules in a way that is fun and non-threatening. For example: "What would you do if . . . the lights went out, the toilet overflowed, the smoke detector went off? How would you respond to a stranger at the door? When should you telephone 911?"

Involve your child in compiling a list of important phone numbers, and let them know what the numbers are for. Be sure to include your work number, fire department, doctor, friends, and neighbors you trust. Establish a code word or phrase with your child that could be used by anyone who might be authorized by you to contact them in case of emergency.

When children must be left alone, a good opportunity exists to build a foundation of confidence and self-esteem. Children who learn to establish responsible roles will feel less stressed when faced with unexpected situations. Give them positive reinforcement. Don't take anything for granted.

John Bogle, USAREC Safety Officer



The Changing Recruiting Environment

The U.S. Army Recruiting Command continues to meet with resistance when enticing young men and women to join the Army. Why? Let me offer a few suggestions for consideration.

Command Environment

In the past six months, the command has experienced a 25 percent shortfall in its ODP-supported captain positions, a 22 percent company command shortfall, a 5 percent shortfall in senior NCO leadership positions (first sergeants), and a staggering 58 percent turnover in its first echelon senior leadership positions (battalion commanders). It is inconceivable that there will not be a major impact requiring some period of adjustment, given the significant leadership shortages in junior leadership positions, and the massive influx of new ideas, methodologies and styles from new upper managers. Let's not forget that we also changed commanding generals during the same period.

Declining Propensity

In 1992, the Youth Attitude Tracking Study (YATS) indicated that propensity to join the Army had dropped significantly since 1989, especially for young males and blacks. Young male positive propensity went from 17 percent to 11.3 percent, and black positive propensity from 53 to 37 percent. We fully expect to see continued declines in positive propensity.

We believe that there are three underlying reasons that will be borne out by the 1993 YATS results:

- DoD budget cuts/downsizing, real or not, continue to

have a negative effect on propensity. In 1992, we noted that an increasing percentage of each market segment group indicated that the possibility of less recruiting, and early separation, makes them less likely to enlist. This concern will not be easily abated with our current advertising resources.

- The growing negative public opinion on our involvement overseas will continue to have a strong impact on the influencers of our youth. Recent Gallup polls (7 Oct 93) indicated that less than 36 percent of the national adult population approved of our involvement in Somalia. Also keep in mind that a good portion of these influencers are products of the Vietnam Era, whose perceptions about the Army were born and fostered during this time of national crisis.
- In a recent nationally syndicated survey of teens, 66 percent agreed that good advertising helped them to decide what to buy. Regardless of whether teens view an advertisement positively or negatively, the implication is clear: Teens discuss, review and circulate their opinions about advertising probably more widely and more quickly, than do any other consumer segments. As long as the realities of military conflict continue to infiltrate the minds of our youth through the television, we will continue spending more energy diffusing these perceptions than bolstering Army advantages.

Enrollment in Higher Education

The National Center of Education reports substantial growth in enrollments, especially for public two-year institutions. This growth is expected to continue until 1994, when it should begin to level off as a result of a decline in the available population. The Bureau of Labor Statistics has reported (July 92) that between 1990 and 2005, employment in jobs requiring a college degree is expected to increase from 22.2 million to 32.3 million, or by 39 percent — nearly double the rate of increase in total employment. Since this is historically a market that is excluded from our active recruiting pursuits, its growth has, and will, continue to shrink the population from which we recruit.

The Bottom Line

We fully realize that the sales force is facing a tough and changing market. We also realize that we are just beginning to understand the dynamics of this environment. Our task in the Market Research Branch, is to explore and identify, in detail, the variables that are causing these changes or objections, quantify their impact on our ability to put young people in boots, and then arm our sales force with the necessary information to meet the challenge and win.

I encourage you to open a dialogue with our team of researchers. Our number at the headquarters is (800) 223-3735, ext. 4-0776. You might be surprised at what we can tell you about *your* market.

Major Charles T. Brandon III
Chief, Market Research Branch

Guidance Counselor IDs

Guidance counselors are reminded that they are required to enter their SSAN in the REQUEST Guidance Counselor block. Failure to enter a correct number is a form of REQUEST abuse and will require a written explanation.

New Look for USAR REQUEST in 94

USAR REQUEST system and ARADS are displaying several new changes. ARADS/REQUEST interface has updated its software. The update will cause a change in some of the REQUEST fields for both the Regular Army and Army Reserve. These values should automatically be transferred from ARADS to REQUEST. Recruiters should not experience any changes in the way they complete records on ARADS.

Citizenship codes will be changed as follows:

Native Born — new code is *USNB*, old code was *Y*

Derived Naturalization — new code is *USNP*, old code was *

Derived Birth — new code *USBA*, old was *



Race for a Million



USAREC will reach one million recruits for the USAR

this summer. The USAR mission was established in FY 78.

Naturalization — new code is *USNT*, old code was *

Not Applicable — new code *NA*, old code was *N*

Education Codes

Guidance counselors must remember that USAR REQUEST education codes are different than the Regular Army codes.

COLL is never used for USAR, instead guidance counselors will use *NPS* for a college student processing for standard training or *SP1* for alternate training.

ENRL for Enrolled is substituted with *ADUL* for USAR.

Applicant Qualification Record

Guidance counselors will not change an individual record on REQUEST for the purpose of qualification (i.e., a 17-year-old enlisting for Military Police, or an individual with 3 under physical profile) the guidance counselor will contact the USAR ROC and a override

will be used in order to reduce record changes. This is new and must be followed.

New Recruit Survey

Guidance counselors must ensure that all non-prior service applicants for the USAR be administered the New Recruit Survey. The completed survey will be forwarded to HQ USAREC as prescribed in the instructions.

Questions and Comments

If you have a question or an idea you want to share with others, write us. Please be as detailed as possible.

Send mail to:

Commander, USAREC
Director, Reserve Affairs
ATTN: RCRC-PPS-TIPS
Fort Knox, KY 40121

The point of contact is MSG Leonard Hirnikel, 1-800-223-3735, extension 4-0873.

The Test

1. Recruiters may transport members of the DEP/DTP in a privately owned vehicle.

- A. true
- B. false

2. When must the station commander be informed of a disqualification of a DEP member?

- A. within 72 hours
- B. 3-5 days
- C. immediately
- D. within 24 hours

3. Recruiters must make contact with members of the DEP/DTP every ____.

- A. day
- B. week
- C. 2 weeks
- D. month

4. Recruiters will conduct a face-to-face tutorial meeting with members of the DEP/DTP every ____ prior to 45 days of ship date.

- A. day
- B. week
- C. 2 weeks
- D. month

5. What is the responsibility of a recruiter concerning DEP/DTP functions?

- A. to initiate
- B. to plan
- C. to help conduct
- D. all of the above

6. Who is responsible to ensure that each DEP member has been provided with a "Guide for New Soldiers" (RPI 925)?

- A. battalion operations sergeant
- B. recruiter
- C. station commander
- D. first sergeant

7. Station commanders will ensure each new member of the DEP/DTP has been provided with ____ copies of USAREC Form 512 (Referral Sheet).

- A. 4
- B. 3
- C. 2
- D. 1

8. It is the responsibility of the Senior Guidance Counselor to discuss CONAP with new members of the DEP/DTP.

- A. true
- B. false

9. How should the station commander monitor the DEP/DTP referral process?

- A. by contacting each DEP/DTP monthly
- B. interview all DEP/DTP referrals personally
- C. through DPR
- D. review of PDR after ship date

10. When must the station commander personally contact a member of the DEP/DTP?

- A. 60 days prior to AD date
- B. 45 days prior to AD date
- C. 30 days prior to AD date
- D. 7 days prior to AD date

11. Which regulation specifically addresses the DEP/DTP programs?

- A. AR 601-210
- B. UR 601-45
- C. UP 350-6
- D. UR 601-95

12. Each recruiting station is required to maintain a DEP/DTP motivational board.

- A. true
- B. false

13. ANC applicants selected will be commissioned within ____ days of selection notifications.

- A. 3
- B. 7
- C. 10
- D. 14

14. By 28 February what percentage of May nursing graduates must be contacted?

- A. 50 percent
- B. 75 percent
- C. 80 percent
- D. 100 percent

15. USAR ANC recruiters are required to escort an applicant to the first drill upon receipt of orders.

- A. true
- B. false

(The answers to this month's Test can be found on the inside back cover.)



Gold Badges



ATLANTA

SSG Charles G. Ayers
SSG Chris R. Cox

BALTIMORE

SGT Derrick Jackson

BRUNSWICK

SFC Fitzgerald Smith
SSG Mark Stampee
SGT Terry Dennis

COLUMBIA

SSG Brian Kunka
SSG Scott Cady

HARRISBURG

SFC William J. Schwerha
SGT Bradley A. Frey

HOUSTON

SGT Perry H. Baumann

JACKSON

SSG David Berggren

JACKSONVILLE

SSG Jorge Rodriguez

KANSAS CITY

SGT Mark D. Fuller
SSG Michael D. Wheeler
SGT Jon Bradshaw
SSG Michael D. Harris

LOS ANGELES

SSG Edwin Collazo-Jimenez
SSG David W. Drongesen
SFC Robert E. Tounzen
SFC Roderick Farmer
SSG Michael H. Kreul
SSG Bruce L. Smith
SFC Michael A. Washington
SSG Brian G. Newberry
SSG Rafael Martinez
SSG Randy J. Harrison
SFC Richard D. Fonderwhite

MINNEAPOLIS

SGT Timothy J. Wright
SFC Lisa E. Wells
SGT Darrion Pressley

MONTGOMERY

SSG Eddie Gross

NASHVILLE

SGT Allan J. Olson

OKLAHOMA CITY

SSG William G. Cooksey, Jr.
SSG Arnold W. Schnobrich
SSG Michael P. Emery
SGT Gregg C. Slawson
SSG Edward E. Owens
SSG Troy E. Evans

SSG Kevin L. Allies

SSG Anthony L. Thomas

PHILADELPHIA

SGT Andrew Abram
SFC Bonita E. Davis
SGT George C. LeCrone
SSG Mark Kammer

SAN ANTONIO

SSG Donald D. Mercier
SFC Ronald Sanders
SSG Lester Jones
SSG Allen K. Loeak
SGT Yvan Chavez
SGT Shedrick Williams
SFC Dave Secrest
SGT Antonio Pedroza

SALT LAKE CITY

SGT Nathaniel G. Lee
SSG Kenneth B. Fenstermacher

SEATTLE

SGT Steven R. Merry
SGT Michael J. Gallagher

SYRACUSE

SSG Leslie A. Jenkins
SSG Lance Walls

TAMPA

SGT Jose A. Dejesus

Guidance Counselor Combined Arms Incentive Award

RSM December 1993

1st Brigade

SFC Martin Dietter,
Philadelphia Bn
SFC Charles Watkins Jr.,
Pittsburgh Bn
SFC John Ashman,* Columbia Bn
SFC Abner Henicks, Columbia Bn
*tied

2d Brigade

SSG Thomas Thompson,
Atlanta Bn
SFC Robert Bradley,
Montgomery Bn
SFC Jerry Bowers, Tampa Bn

5th Brigade

SFC George Hansen,
Oklahoma City Bn

SFC William Dumas, Dallas Bn
SFC Dale Browder, Houston Bn

6th Brigade

SFC Robert Ybarra,
Los Angeles Bn
SFC Lisa Andrews, Phoenix Bn
SFC Andrea Leon Guerrero,
Sacramento Bn

Rings

BALTIMORE

SFC Michael Garrison
SFC Linda G. Heikkila

BRUNSWICK

SFC Paul McLaughlin

CLEVELAND

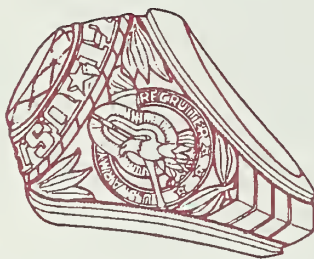
SFC Rick W. Dodson

GREAT LAKES

SSG Scott J. Allen
SGT Sherwin L. Prior
SSG Keith L. Shannon
SSG Robert J. Olajos
SSG John E. Sedrowski

HOUSTON

MSG James K. Hudson
SSG William McFarlin
SFC Ronald D. Torbet



JACKSONVILLE

SFC Maxie L. Coney

MONTGOMERY

SFC Jeffrey M. Flora
1SG Richard E. Brown
SSG Maze Stallworth
SSG LaBarry Perine

OKLAHOMA CITY

SSG Donna K. Treadway
SFC Leroy Jones
SFC Michael A. Stumbaugh
SSG Richie A. Martin

PHILADELPHIA

SFC Lennard B. Lindsay
SFC Willard Thompkins

PITTSBURGH

SFC Norman Robinson

SALT LAKE CITY

SFC Jerry L. Wing

TAMPA

SGT Ross G. Scott

CG's Team Excellence

CG Team Excellence for 4th Quarter

DES MOINES

Iowa City Company
Sioux Falls Company
Lincoln Company
Waterloo Company
Des Moines Company

KANSAS CITY

Joplin Company

CG Team Excellence for FY 93

DES MOINES

Iowa City Company
Sioux Falls Company

KANSAS CITY

Joplin Company
Salina Company

OKLAHOMA CITY

Lawton Company
Oklahoma City Company

SAN ANTONIO

San Antonio West Company

RSC Schedule

RSM February 1994

Cinema Van

ALBANY, 28 Feb
COLUMBIA, 1 - 11 Feb
DALLAS, 7 - 28 Feb
DES MOINES, 1 - 18 Feb
HARRISBURG, 1 - 24 Feb
JACKSON, 7 - 25 Feb
MINNEAPOLIS, 22 - 28 Feb
NEW ORLEANS, 1 - 4 Feb
OKLAHOMA CITY, 1 - 4 Feb
RALEIGH, 14 - 28 Feb
SACRAMENTO, 1 - 4 Feb
SALT LAKE CITY, 1 - 25 Feb
SANTA ANA, 7 - 25 Feb

Cinema Pods

ALBANY, 1 - 18 Feb
ATLANTA, 1 - 4 Feb
BRUNSWICK, 23 - 28 Feb
CHICAGO, 15 - 28 Feb
GREAT LAKES, 21 - 25 Feb
HARRISBURG, 21 - 25 Feb
JACKSONVILLE, 22 - 28 Feb
KANSAS CITY, 1 - 18 Feb
LOS ANGELES, 14 - 28 Feb
MINNEAPOLIS, 1 - 11 Feb
OKLAHOMA CITY, 21 - 28 Feb
PITTSBURGH, 1 - 18 Feb
SACRAMENTO, 1 - 25 Feb
SANTA ANA, 1 - 11 Feb
TAMPA, 7 - 18 Feb

Army Adventure Van

DENVER, 21 - 25 Feb

Answers to the Test

1. B, USAREC Reg 350-6, Ch 6, Section Iii, para 6-9c
2. C, USAREC Reg 350-6, Ch 6, Section II, para 6-5/7
3. C, USAREC Reg 350-6, Ch 6, Section II, para 6-2a(4)
4. D, USAREC Reg 350-6, Ch 6, Section II, para 6-2(4)
5. D, USAREC Reg 350-6, Ch 6, Section II, para 6-2a(5)
6. C, USAREC Reg 350-7, Ch 7, Sec I, para 7-2a(2)
7. B, USAREC Reg 350-7, Ch 7, Sec I, para 7-2a(3)
8. B, USAREC Reg 350-7, Ch 7, Sec I, para 7-2a(4)
9. C, USAREC Reg 350-7, Ch 7, Sec I, para 7-2b(2)
10. A, USAREC Reg 350-7, Ch 7, Sec I, para 7-2b(5)
11. D, Recruiting Station Operations Update July 93
12. A, UR 601-95, Ch 5, para 5-2
13. C, USAREC Reg 350-6, Ch 6, Sec II, para 6-3c
14. A, USAREC Reg 350-6, Table 3-1
15. A, USAREC Reg 350-6, Ch 6, Sec II, para 6-4e(2)



Recruiters "go Hollywood"

Playing the part of an Army color guard leading a victory parade in Paramount Studio's movie *Blue Chips* are (left to right): SSG William Stout and SSG Gary Williams from Bedford RS, SSG David Myers from Bloomington RS, and SGT Duane Pierce of Terre Haute RS. Nick Nolte stars in the movie as the winning basketball team's coach.

FLARE

UNIVERSITY OF FLORIDA
3 1262 09681 7605



We emphasize the human side of high-tech. "It's the people that make the difference in the Army. It's all about teamwork and getting the job done. Another advantage is their commitment to training. In my first year I've already had experience in med/surg and neo-natal. They'll even pay for my Master's."

ARMY NURSE CORPS. BE ALL YOU CAN BE. 1-800-USA-ARMY